WEST COAST AEROTROPOLIS DEVELOPMENT PROGRAM (WCADP)

Institutional Bankability & Investment Documentation Suite

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Project:
Cape West Coast & Peninsula Integrated Aerotropolis Development Program

Components:

- West Coast Inter-City Express Rail (WCIX)
- Saldanha Bay International Airport (SBIA)
- West Coast MetroLink (WCML)
- Integrated Logistics & Aerotropolis Development
- Harbor Re-Purposing
- Associated Commercial, Hospitality & Mixed-Use Developments

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1 SECTION 1 — INDEPENDENT PRE-FEASIBILITY STUDY

1.1 Executive Summary

The **West Coast Aerotropolis Development Programme (WCADP)** is an integrated **Multimodal Transportation and Metropolitan Investment Platform** strategically structured to establish South Africa's West Coast Peninsula as one of Africa's premier gateways for international aviation, high-speed rail, logistics, advanced manufacturing, tourism, trade and sustainable metropolitan development.

Conceived as a long-term institutional investment platform, the WCADP combines nationally significant transportation infrastructure with large-scale commercial, industrial and metropolitan development into a single, coordinated investment ecosystem designed to mobilise in excess of **USD 25 billion** in infrastructure and economic development capital over a twenty-year implementation horizon.

The Project comprises the following 5 components:

1.1.1 Saldanha Bay International Airport (SBIA)

- The Programme is anchored by the strategic upgrade of the existing Saldanha Bay Airfield into the new Saldanha Bay International Airport (SBIA)—a Category 10 International Airport designed to accommodate the world's largest passenger and cargo aircraft while substantially expanding South Africa's international aviation capacity. Positioned as the principal aviation gateway for the West Coast Peninsula, SBIA will serve as the catalyst for regional economic transformation by strengthening international trade, air cargo logistics, tourism, aerospace industries, advanced manufacturing and global investment connectivity.

- Proposed Domestic Terminal (Phases (1A & 1B)

- Proposed Terminal 2 (Phase 2)

- Proposed Terminals 3 & 4 (Phases 3 & 4)

1.1.2 West Coast Inter-City Express (WCIX)

- Supporting SBIA is the proposed **175-kilometre West Coast Inter-City Express (WCIX)**, a high-speed passenger and freight railway connecting **Cape Town International Airport** directly with **Velddrif**, via **SBIA**. The WCIX is designed to function as the Programme's primary regional transportation corridor, providing seamless airport-to-airport connectivity while integrating the Cape Metropolitan Region with the rapidly developing West Coast Peninsula. By facilitating the efficient movement of passengers, freight and commerce, the WCIX is expected to significantly improve regional accessibility, strengthen supply chains and unlock substantial opportunities for industrial, logistics and commercial investment along the corridor.

1.1.3 West Coast MetroLink (WCML)

- Complementing these national transportation assets is the proposed **200-kilometre West Coast MetroLink (WCML)**—a modern electric metropolitan tram network designed to connect the Peninsula's seven principal urban centres of **Langebaan, Saldanha, Jacobsbaai, Vredenburg, Paternoster, St Helena Bay and Velddrif** into a single, integrated metropolitan economy. More than a public transportation system, the WCML has been strategically conceived as the foundation for transit-oriented development, higher-density mixed-use precincts, commercial expansion, tourism growth, sustainable urban mobility and enhanced regional productivity. The network will substantially expand the economic catchment of SBIA while improving connectivity between residential communities, employment centres, industrial precincts, tourism destinations and commercial hubs throughout the Peninsula.

1.1.4 Saldanha Bay Harbor Re-Purposing

- The inclusion of the existing Saldanha Bay Harbor as a designated international cruise liner and private yacht port, to also facilitate passenger ships.

1.1.5 Associated Commercial, Hospitality & Mixed-Use Developments

- Associated logistics, tourism, industrial, hospitality, retail, residential, and mixed-use real estate developments.

Together, **Saldanha Bay International Airport (SBIA)**, the **West Coast Inter-City Express (WCIX)**, the **West Coast MetroLink (WCML)** and the Re-Purposed Saldanha Harbor establish a fully integrated multimodal transportation ecosystem that forms the backbone of the West Coast Aerotropolis. These three strategically aligned transportation systems have been designed to operate as mutually reinforcing national gateway assets, stimulating aviation, logistics, manufacturing, tourism, commercial development, education, healthcare, renewable energy, technology investment and mixed-use metropolitan expansion across the entire West Coast Peninsula.

Unlike conventional airport developments or standalone transportation projects, the WCADP has been structured as a diversified **institutional investment platform** in which transportation infrastructure serves as the enabling catalyst for long-term enterprise value creation across multiple complementary asset classes. The Programme integrates aviation infrastructure, high-speed rail, metropolitan transit, harbor, logistics, industrial development, commercial real estate, hospitality, healthcare, higher education, renewable energy and digital infrastructure into a unified investment framework capable of generating diversified revenue streams, resilient long-term cash flows and sustained capital appreciation.

The Programme's phased capital formation strategy has been specifically designed to progressively reduce development risk, strengthen institutional bankability and expand access to increasingly larger pools of global capital. Beginning with an initial **USD 100-125 million Project Development and Institutional Bankability Capital Round**, the WCADP will establish the technical, legal, regulatory, environmental, engineering, commercial and financial foundations necessary to achieve investment-grade readiness and support successive capital raises throughout the Programme's twenty-year development horizon.

The WCADP recognises that the greatest long-term value is created not simply through transportation infrastructure itself, but through the metropolitan economy that such infrastructure enables. By integrating **SBIA**, the **WCIX**, the **WCML** and the **Harbor** within a coordinated aerotropolis development strategy, the Programme creates a diversified platform for enterprise value growth, institutional asset ownership and sustainable regional economic transformation.

Accordingly, the WCADP is positioned not merely as an infrastructure programme, but as one of Africa's largest integrated multimodal transportation and metropolitan investment platforms—designed to attract sovereign wealth funds, pension funds, infrastructure funds, development finance institutions, export credit agencies, strategic infrastructure partners and other long-term institutional investors seeking stable, inflation-linked returns from globally competitive infrastructure and real assets. The Cape West Coast & Peninsula Integrated Aerotropolis Development Program (“the Project”) is a proposed multi-phase transport, logistics, aviation, and mixed-use infrastructure initiative intended to establish the Cape West Coast region as a new metropolitan growth corridor within South Africa.

The Project seeks to address long-term regional growth constraints affecting the Cape Metropolitan region while leveraging:

- Existing deep-water port infrastructure
- Strong regional tourism growth
- West Coast logistics potential
- Industrial development zones
- Expanding residential growth patterns
- Increasing transport congestion pressures

Estimated total program investment:
USD 25 billion over a phased 20-year development horizon.

1.2 *The Investment Proposition*

The WCADP offers institutional investors exposure to a diversified portfolio of infrastructure and economic assets rather than a single transport project.

- International Airport
- High-Speed Passenger & Freight Rail
- Public Transit Network
- Port-Integrated Logistics Gateway
- Industrial & Export Processing Zones
- Commercial & Mixed-Use Districts
- Tourism, Hospitality & Convention Facilities
- Renewable Energy & Hydrogen Infrastructure

This diversified asset base is designed to generate multiple revenue streams, broaden investor participation and improve long-term financial resilience.

1.3 Why the West Coast?

The Western Cape's West Coast offers a combination of strategic advantages that is difficult to replicate elsewhere in Southern Africa.

Advantage	Strategic Benefit
Deep-water port access	Direct integration with Saldanha Bay export infrastructure
Large land availability	Supports airport city, industrial and logistics expansion
Renewable energy resources	Enables green hydrogen and low-carbon industry
Proximity to Cape Town	Access to finance, skills, tourism and global connectivity
Established industrial base	Supports manufacturing, mining services and logistics growth

1.4 Why Now?

Three structural trends create a compelling timing advantage:

1.4.1 Global supply-chain reconfiguration:

- manufacturers and logistics operators are seeking new regional hubs outside traditional congested gateways.

1.4.2 African trade integration:

- regional trade corridors require modern multimodal infrastructure.

1.4.3 Energy transition:

- the West Coast is well positioned for renewable energy, green hydrogen and low-carbon industrial development.

The WCADP is designed to capture all three trends simultaneously: transportation, logistics and clean industrial growth.

1.5 *Twenty-Year Development Programme*

Programme Stage	Primary Outcome	Indicative Capital
Project Pre-Development & Bankability Years 0–2	Land, approvals, engineering, financial model and PPP framework	USD 100–125M
Phase 1 – Foundational Infrastructure Years 1–5	Airport, ICE Rail, Tram Network, Roads upgrades and utilities	USD 4–6B
Phase 2 – Catalytic Economic Growth Years 6–10	Logistics parks, industrial zones, hotels and commercial precincts	USD 6–7B
Phase 3 – Metropolitan Expansion Years 11–15	Innovation districts, CBD expansion and mixed-use communities	USD 7–8B
Phase 4 – Institutional Optimisation Years 16–20	REITs, infrastructure bonds and long-term institutional ownership	USD 5–6B

1.6 *Capital Formation Strategy*

The Programme is financed through four complementary capital pools:

1.6.1 Pool 1

Project Development Capital

- USD 100–125M to establish bankability and reach Financial Close readiness.

1.6.2 Pool 2

Core Infrastructure Capital

- Airport, rail, roads, sea, utilities and intermodal facilities.

1.6.3 Pool 3

Catalytic Development Capital

- Private equity, master developers, logistics and industrial investors from Phase 2 onward.

1.6.4 Pool 4

Institutional Yield Capital

- REITs, pension funds, sovereign wealth funds and infrastructure bond investors.
- Capital recycling is a core feature: stabilised assets are refinanced or sold to long-term institutional owners, releasing capital for new development precincts.

1.7 Investment Highlights

- Strategic location linking airport, rail and deep-water port infrastructure.
- Multi-sector revenue base spanning aviation, logistics, property, energy and tourism.
- Phased delivery aligned with progressive de-risking.
- Early private equity participation to accelerate economic growth.
- Early REIT participation to improve capital recycling.
- Institutional governance framework aligned with global infrastructure standards.
- Strong ESG positioning through renewable energy and low-carbon industrial development.
- Potential to mobilise more than USD 25 billion in cumulative investment.

1.8 Economic Impact

Over the implementation horizon, the Programme is intended to:

1.8.1 25+ Billion USD

- Capital mobilised

1.8.2 Multi-sector

- Economic platform
- Aviation, logistics, industry, tourism

1.8.3 Long-term

1.8.3.1 Institutional ownership

- REITs, pension & sovereign funds
- Generate substantial construction and permanent employment:
- Support approximately **690,000–880,000** direct, indirect and induced employment opportunities over the twenty-year implementation programme, including approximately **120,000–150,000** construction jobs and **220,000–280,000** permanent operational jobs, subject to refinement through the Bankable Feasibility Study.
- Expand South Africa’s export and logistics capacity.
- Increase tourism and international connectivity.
- Support industrialisation and manufacturing growth.
- Create a new metropolitan growth corridor on the West Coast.

1.9 Governance & ESG Commitment

The WCADP will be delivered through a structured Public-Private Partnership framework supported by:

- Independent board oversight.
- Transparent procurement processes.
- ESG and sustainability governance.
- Climate resilience planning.
- Community participation and skills development.
- International-standard financial reporting.

1.10 Immediate Funding Objective

CURRENT ROUND

USD 100–125 MILLION

1.10.1 Project Development & Bankability Capital Round

- Open for strategic participation
- The immediate objective is to secure strategic investors for the Project Development & Bankability Capital Round. Successful completion of this round is expected to position the Programme for large-scale infrastructure financing and subsequent private equity, REIT and sovereign investment participation.

1.11 Strategic Rationale

1.11.1 Core Drivers

- Capacity constraints at the existing Cape Town International Airport
- Increasing urban congestion within the Cape Town metropolis
- Growing West Coast residential migration patterns Northward
- Regional tourism expansion Northward
- Industrial expansion linked to Saldanha Bay Harbor and IDZ
- Long-term freight and logistics demand growth
- Need for integrated multimodal infrastructures

1.11.2 Strategic Objectives

- Create a secondary metropolitan growth node
- Enhance regional connectivity
- Improve logistics efficiency
- Support tourism expansion
- Stimulate industrial investment
- Enable integrated urban development
- Create long-term employment opportunities

1.12 Project Components

1.12.1 Component 1 — ICE High-Speed Rail (WCIX)

Scope includes:

- 175km dual-carriage high-speed rail corridor

- 11 proposed stations
- Underground tunnel sections
- Elevated viaducts
- Airport integration
- Cargo integration
- Transit-oriented development opportunities

Estimated Capex:
USD 9 billion

Delivery Period:
7 years

1.12.2 Component 2 — Saldanha Bay International Airport (SBIA)

Scope includes:

- Existing runway extension
- New international terminals
- Additional runways
- Cargo logistics hub
- Aviation support infrastructure
- Hotels and commercial precincts

Estimated Capex:
USD 13 billion

Delivery Period:
20 years

1.12.3 Component 3 – Inner Tram Public Transit Network (WCML)

Scope includes:

- Linking all 7 major Peninsula towns by means of tram network

Estimated Capex:

USD 2 billion

Delivery Period:

7 Years

1.12.4 Component 4 – Harbor Re-Purposing

Scope includes:

- Re-purposing existing harbor to include passenger cruise liner docking

Estimated Capex:

USD 1 billion

Delivery Period:

7 Years

1.12.5 Component 5 - Aerotropolis & Mixed-Use Development

Potential developments, financed by REITs, master developers, Private Equity etc over the 20 year period include:

- Hotels
- Logistics parks
- Waterfront developments
- Residential estates
- Hospitals
- Convention centres
- Shopping malls
- Industrial zones
- Renewable energy infrastructure

1.13 Preliminary Feasibility Assessment

1.13.1 Technical Feasibility

Initial conceptual review indicates that:

- Rail corridor alignment is technically feasible subject to detailed geotechnical analysis.
- Existing Saldanha airfield provides a foundation for phased airport expansion.
- Existing road and logistics corridors support phased development.
- Sufficient land may exist for phased expansion subject to formal land studies.

Further work required:

- Geotechnical surveys
- Aviation engineering studies
- Rail engineering studies
- Traffic simulations
- Environmental assessments
- Hydrological studies

1.14 Economic Impact

1.14.1 Projected economic impacts include:

- Significant regional GDP contribution
- Direct and indirect employment creation
- Tourism growth stimulation
- Increased logistics throughput
- Increased regional investment attraction
- Industrial diversification

1.14.2 Employment Creation & Socio-Economic Impact

The WCADP is expected to become one of South Africa's largest long-term employment creation initiatives, generating substantial direct, indirect and induced employment throughout its twenty-year implementation programme.

Unlike conventional infrastructure projects that create employment primarily during construction, the integrated Aerotropolis model establishes permanent employment across multiple sectors including aviation, transportation, logistics, manufacturing, tourism, commercial real estate, hospitality, healthcare, education, renewable energy and advanced technology industries.

The Programme is expected to support employment through four principal mechanisms:

1.14.2.1 Construction Employment

The phased development of the Saldanha Bay International Airport (SBIA), West Coast Inter-City Express (WCIX), West Coast MetroLink (WCML), harbour re-purposing, utilities, roads and associated enabling infrastructure is expected to generate approximately:

120,000–150,000 direct construction jobs

over the twenty-year implementation programme.

Construction employment includes engineering, architecture, project management, quantity surveying, skilled trades, manufacturing, transport, materials supply and specialist infrastructure contractors.

1.14.2.2 Permanent Operational Employment

Upon completion of the various development phases, permanent operational employment across all sectors of the Programme is expected to exceed:

220,000–280,000 permanent direct jobs

including employment within:

- Airport operations
- Airlines and aviation services
- Air cargo and logistics
- High-speed rail operations
- Public transport
- Harbour operations
- Hotels and hospitality
- Tourism
- Industrial manufacturing
- Commercial developments
- Retail
- Healthcare
- Education
- Renewable energy
- Property management
- Municipal services
- Professional services

1.14.2.3 Indirect & Induced Employment

The catalytic nature of the Aerotropolis is expected to stimulate significant secondary employment through supply chains, supporting industries and increased household expenditure.

Indirect and induced employment is preliminarily estimated at:

350,000–450,000 additional jobs

across the Western Cape economy.

1.14.2.4 Total Employment Impact

Based on comparable international Aerotropolis developments and large-scale integrated infrastructure programmes, the WCADP is expected to support:

Employment Category	Estimated Jobs
Direct Construction Employment	120,000–150,000
Permanent Direct Employment	220,000–280,000
Indirect & Induced Employment	350,000–450,000
Total Employment Supported	690,000–880,000

These figures represent cumulative employment supported over the Programme's twenty-year implementation horizon and will be refined through the independent Bankable Feasibility Study and Economic Impact Assessment.

1.14.2.5 Strategic National Benefits

Beyond employment creation, the Programme is expected to deliver substantial socio-economic benefits by:

- strengthening South Africa's aviation and logistics competitiveness;
- supporting export-led industrialisation;
- attracting significant foreign direct investment;
- expanding tourism capacity;
- improving regional mobility;
- stimulating skills development across engineering, construction, aviation and technology sectors;
- encouraging SMME participation throughout the supply chain;
- increasing municipal and provincial revenue generation;
- expanding the national tax base; and
- establishing the West Coast Peninsula as a globally competitive economic growth corridor.

Accordingly, the WCADP should be regarded not merely as a transportation infrastructure programme, but as a long-term national economic development platform capable of mobilising more than USD 25 billion in investment while supporting approximately 700,000 to 900,000 employment opportunities over its twenty-year implementation horizon.

1.15 Key Risks

1.15.1 Primary Risks

- Regulatory approvals
- Environmental approvals
- Capital raising
- Demand realization
- Construction cost escalation
- Political and governance risk
- Currency fluctuations

1.15.2 Mitigation Measures

- Phased delivery
- PPP structures
- Independent oversight
- Conservative traffic assumptions
- Contingency budgeting
- Multi-source funding strategy

1.16 Strengths and Challenges

1.16.1 Strengths

- Aligns with South Africa's Northern Growth Corridor, Saldanha IDZ, port expansion, and tourism.
- Phased approach with early revenue potential (elevated rail segments, Phase 1A airport).
- Strong visuals and masterplan from MBH Architects.
- Addresses real constraints at CTIA and Cape Town's northward growth.

1.16.2 Challenges

- Very large scale for South Africa (execution, regulatory, political risk).
- Needs strong government buy-in (Transnet, PRASA, SACAA, Western Cape Govt, National Treasury).
- Detailed bankable feasibility, traffic studies, environmental approvals, and financial model still required.
- Funding mix will likely need DFIs + private capital + possible sovereign backing.

1.17 Recommended Next Steps

- Full bankable feasibility study
- Independent engineering review
- Environmental Impact Assessment
- Government engagement program
- PPP structuring

- Institutional investor engagement
- Financial advisory appointment
- Technical advisory appointment

1.18 Conclusion

- The WCADP is not presented as a standalone airport, railway or property project. It is presented as a long-term institutional investment platform combining transportation infrastructure, logistics, industrial development, commercial real estate, renewable energy and metropolitan growth within a coordinated twenty-year capital formation programme.
- By aligning infrastructure delivery with phased private sector investment and progressive institutional ownership, the Programme seeks to create a self-reinforcing economic ecosystem capable of generating sustained growth, attracting global capital and delivering enduring value for South Africa and its investment partners.

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2 SECTION 2 — BANKABLE TRAFFIC FORECAST FRAMEWORK

2.1 Purpose

This document establishes and broadly outlines the framework for developing independent bankable traffic forecasts for both the rail and airport components.

2.2 Rail Forecasting Framework

2.2.1 Forecast Inputs

- Population growth projections
- Regional urbanization trends
- Tourism growth
- Vehicle ownership trends
- Airport passenger transfers
- Freight movement data
- Modal substitution analysis
- Fare elasticity assumptions
- Employment growth forecasts

2.3 Passenger Segments

2.3.1 Rail Passenger Categories

- Daily commuters
- Business travellers
- Airport transfers
- Tourism passengers
- Intercity travellers
- Event and seasonal travellers

2.4 Airport Forecasting Framework

2.4.1 Passenger Demand Drivers

- CTIA capacity pressures
- Regional tourism demand
- Freight demand growth
- Airline route economics
- Regional GDP growth
- Cargo throughput growth
- Port-air integration opportunities

2.5 Forecast Scenarios

2.5.1 Base Case

Moderate growth aligned with historical regional averages.

2.5.2 Upside Case

Accelerated tourism and logistics growth.

2.5.3 Downside Case

Delayed approvals and slower economic growth.

2.6 Forecast Outputs

2.6.1 Rail

- Daily ridership
- Annual passenger volumes
- Fare revenue
- Cargo volumes
- Station utilization

2.6.2 Airport

- Annual passengers
- Aircraft movements
- Cargo tonnage
- Terminal utilization
- Runway utilization

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3 SECTION 3 — EIA & PERMITTING STATUS REPORT

3.1 Regulatory Framework

The Project will require approvals from multiple national, provincial, and municipal authorities.

3.2 Key Authorities

- South African Civil Aviation Authority (SACAA)
- Department of Forestry, Fisheries and the Environment (DFFE)
- Department of Transport
- PRASA
- Transnet
- Western Cape Government
- Saldanha Bay Municipality

3.3 Required Approvals

3.3.1 Aviation

- Runway approvals
- Airspace approvals
- ICAO compliance
- Airfield licensing

3.3.2 Environmental

- Environmental Impact Assessment
- Coastal impact assessments
- Biodiversity studies
- Public participation process
- Heritage impact assessment

3.3.3 Transport

- Rail approvals
- Corridor approvals
- Municipal integration approvals

3.3.4 Land

- Rezoning approvals
- Servitudes
- Land consolidation
- Municipal planning approvals

3.4 Proposed Permitting Schedule

3.4.1 Phase 1 — Months 0-12 (or sooner)

- Scoping studies
- Stakeholder mapping
- Preliminary environmental reviews
- Government engagement

3.4.2 Phase 2 — Months 12-24 (or sooner)

- Full EIAs
- Public participation
- Technical submissions
- Aviation approvals

3.4.3 Phase 3 — Months 24-36 (or sooner)

- Final permitting
- Procurement approvals
- Construction authorizations

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4 SECTION 4 — GOVERNMENT SUPPORT

4.1 Draft Government Engagement Letter / MoU

Western Cape Government

Saldanha Bay Municipality

SACAA

Other relevant National / Provincial Departments

To:
[Government Department]

Subject:
Request for Strategic Support — Cape West Coast Aerotropolis Development Program

Dear Sir/Madam,

We respectfully request strategic engagement and support regarding the proposed Cape West Coast & Peninsula Integrated Aerotropolis Development Program.

The Project seeks to establish integrated transportation, aviation, logistics, tourism, and economic infrastructure that aligns with regional and national development priorities.

The proposed development includes:

- High-speed rail infrastructure
- International aviation infrastructure
- Logistics and freight infrastructure
- Industrial development
- Tourism infrastructure
- Employment creation initiatives

We seek:

1. Strategic engagement
2. Support-in-principle
3. Participation in feasibility processes
4. Coordination regarding permitting and planning
5. Public-private partnership discussions

We would welcome the opportunity to formally present the Project to your office.

Sincerely,

[Project Sponsor]

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5 SECTION 5 — PPP & CONCESSION FRAMEWORK

5.1 *Proposed PPP Structure*

5.1.1 Recommended Structure

Hybrid PPP Model incorporating:

- Government participation
- Institutional investors
- Strategic operators
- Development finance institutions
- EPC contractors

5.2 *Proposed SPV Structure*

5.2.1 Holding Company

West Coast Aerotropolis Holdings

5.2.2 Subsidiaries

- West Coast Rail SPV
- Saldanha Airport SPV
- Logistics & Freight SPV
- Real Estate Development SPV

5.3 *Revenue Streams*

5.3.1 Rail

- Passenger fares
- Cargo fees
- Station retail
- Advertising
- Property development

5.3.2 Airport

- Passenger charges
- Landing fees
- Cargo handling
- Retail concessions
- Parking
- Hotels
- Fuel services

5.4 PPP Procurement Options

5.4.1 Option 1 — BOT

Build-Operate-Transfer

5.4.2 Option 2 — DBFOM

Design-Build-Finance-Operate-Maintain

5.4.3 Option 3 — Long-Term Concession

30-50 year concession structure

5.4.4 Option 4 — Hybrid PPP

Government land + private infrastructure financing

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6 SECTION 6 — LAND OWNERSHIP & LAND STRATEGY FRAMEWORK

6.1 Required Land Due Diligence

6.1.1 Key Activities

- Title deed verification
- Cadastral review
- Zoning analysis
- Servitude identification
- Municipal ownership review
- State land assessment

6.2 Rail Corridor Land Requirements

Potential land acquisition categories:

- Existing transport corridors
- Municipal land
- Private land parcels
- Agricultural land
- Utility corridors

6.3 Airport Land Requirements

- Existing airfield land
- Runway expansion zones
- Safety buffer zones
- Logistics and cargo zones

- Commercial precincts

6.4 Recommended Next Steps

- GIS mapping
- Land audit
- Title verification
- Legal review
- Negotiation framework

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7 SECTION 7 — FINANCIAL MODEL FRAMEWORK

7.1 Financial Model Overview

A comprehensive institutional-grade financial model should be developed using:

- Phased capex assumptions
- Revenue forecasts
- Debt structures
- Inflation assumptions
- FX assumptions
- Operating costs
- Tax assumptions
- Funding schedules

7.2 Revenue Categories

7.2.1 Rail

- Passenger revenue
- Cargo revenue
- Commercial station revenue
- Property revenue

7.2.2 Airport

- Aeronautical revenue
- Non-aeronautical revenue
- Freight and logistics revenue
- Hospitality revenue

7.3 Key Financial Outputs

- EBITDA
- IRR
- NPV
- DSCR
- Payback period
- Equity returns
- Debt service profile

7.4 Sensitivity Analysis

7.4.1 Required Sensitivities

- Passenger shortfalls
- Construction overruns
- Delayed approvals
- Inflation increases
- Interest rate changes
- Exchange rate volatility
- Tourism declines

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8 SECTION 8 — TECHNICAL VALIDATION FRAMEWORK

8.1 Required Technical Advisors

8.1.1 Aviation

- Airport planners (MBH International Architects Poland & South Africa)
- ICAO specialists
- Airside engineers

8.1.2 Rail

- Rail engineers
- Tunnel specialists
- Signalling experts

8.1.3 Environmental

- Environmental consultants
- Coastal specialists
- Biodiversity specialists

8.1.4 Legal

- Legal frameworks for land acquisitions and transfers
- SPVs establishment
- Governmental negotiations
- PPP documentation
- Regulatory correspondence

8.1.5 Financial

- Capital formation advisory
- Project auditing
- Funding strategies

8.2 Required Technical Studies

8.2.1 Rail

- Geotechnical investigations
- Tunnel engineering
- Structural engineering
- Corridor engineering

8.2.2 Airport

- Runway engineering
- Airspace studies
- Terminal engineering
- Pavement studies

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9 SECTION 9 — PROJECT SPONSORS & GOVERNANCE STRUCTURE

9.1 Governance Principles

The Project should incorporate:

- Independent oversight
- Transparent procurement
- ESG compliance
- Audit structures
- Anti-corruption measures
- Institutional governance

9.2 Proposed Governance Structure

9.2.1 Board of Directors

- Independent Chairperson
- Infrastructure experts
- Aviation experts
- Financial experts
- Legal advisors
- ESG advisors

9.3 Governance Committees

- Audit Committee
- Risk Committee
- Procurement Committee
- ESG Committee
- Technical Committee

9.4 Sponsor Responsibilities

- Strategic oversight
- Capital raising

- Government engagement
- Regulatory compliance
- Stakeholder management

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10 SECTION 10 - PHASED CAPITAL FORMATION & FUNDING STRATEGY

10.1 Executive Overview

10.1.1 Introduction

The Cape West Coast Aerotropolis Development Program ("WCADP") is a transformational national infrastructure and economic development initiative designed to establish Southern Africa's premier integrated aviation, high-speed rail, logistics and smart metropolitan hub over a twenty-year implementation horizon.

Unlike conventional infrastructure projects that rely upon a single financing event, the WCADP has been intentionally structured as a progressive capital formation programme, recognising that projects of this scale are most effectively financed through sequential investment rounds aligned with the evolving maturity, risk profile and commercial value of the development.

The Programme therefore adopts a phased approach whereby relatively modest early-stage development capital is strategically deployed to create a fully bankable infrastructure platform capable of attracting progressively larger pools of institutional capital. Each successfully completed development phase materially reduces project risk, enhances asset value, broadens investor participation and lowers the overall cost of capital.

The objective is not merely to finance infrastructure construction, but to establish a self-sustaining investment ecosystem in which infrastructure investment stimulates private sector economic development, which in turn generates the passenger demand, freight volumes, commercial activity and recurring revenues required to sustain long-term infrastructure investment.

Accordingly, the WCADP should be viewed not as a single airport or railway project, but as an integrated metropolitan development platform comprising multiple complementary investment opportunities that mature over successive phases.

10.1.2 Capital Formation Philosophy

The Capital Formation Strategy is founded upon the principle that major infrastructure programmes should not seek to raise their ultimate capital requirement at project inception.

Rather, capital should be introduced progressively as project uncertainty declines and value creation milestones are achieved.

Each investment round is designed to create measurable improvements in project readiness by securing regulatory approvals, completing technical studies, constructing enabling infrastructure, establishing operating revenues and demonstrating commercial viability.

As these milestones are achieved, the Project transitions through successive stages of institutional bankability, enabling access to increasingly sophisticated and lower-cost sources of capital.

This approach reflects internationally recognised best practice for large-scale aviation, transportation and urban development programmes and enables the Project to optimise its weighted average cost of capital over the twenty-year development lifecycle.

10.1.3 The Economic Development Model

The WCADP recognises that transport infrastructure alone does not create sustainable economic value.

Rather, transportation infrastructure serves as the catalyst for significantly larger private sector investment across multiple sectors of the economy.

The airport and ICE Rail corridor are therefore regarded as economic enablers that stimulate investment in:

- Logistics and distribution facilities.
- Industrial manufacturing precincts.
- Commercial office developments.
- Hospitality and tourism infrastructure.
- Retail and entertainment destinations.
- Residential communities.
- Educational institutions.
- Healthcare precincts.
- Research and innovation campuses.
- Renewable energy infrastructure.
- Data centres and digital infrastructure.
- Advanced manufacturing and aerospace industries.

Each of these complementary developments contributes directly to increased passenger volumes, freight demand, employment creation, regional GDP growth and land value appreciation, thereby reinforcing the commercial sustainability of the core transportation infrastructure.

The Capital Formation Strategy has therefore been deliberately designed to finance both infrastructure and economic development simultaneously, ensuring that demand generation progresses in parallel with infrastructure delivery.

10.1.4 Integrated Capital Formation Framework

To achieve this objective, the WCADP utilises four complementary capital pools operating simultaneously throughout the Project lifecycle.

10.1.4.1 Capital Pool 1 – Project Development & Bankability Capital

The first capital pool comprises development equity and project preparation funding intended to transform the Project from a conceptual masterplan into a fully bankable investment platform.

This capital finances feasibility studies, engineering, environmental approvals, financial modelling, legal structuring, PPP development and all preparatory activities required to achieve Financial Close.

Indicative Capital Requirement:

USD 100–125 Million

10.1.4.2 Capital Pool 2 – Core Infrastructure Capital

The second capital pool finances the construction of strategic transportation infrastructure including:

- Saldanha Bay International Airport.
- West Coast ICE Rail Corridor.
- Major road infrastructure.
- Utilities.
- Aviation support facilities.
- Intermodal freight terminals.
- Airport support infrastructure.

Funding is expected to comprise a combination of development finance, infrastructure equity, project finance, export credit support and strategic infrastructure investors.

10.1.4.3 Capital Pool 3 – Catalytic Economic Development Capital

The third capital pool represents the primary driver of long-term regional economic growth.

Rather than waiting until airport construction is complete, private sector development will commence during Phase 2 alongside the expansion of transportation infrastructure.

Investment opportunities include:

- Logistics parks.
- Warehousing and distribution centres.
- Industrial estates.
- Manufacturing facilities.
- Business parks.
- Commercial office precincts.
- Convention centres.
- Hotels and resorts.
- Mixed-use developments.
- Retail centres.
- Healthcare campuses.
- Educational institutions.
- Innovation districts.
- Technology parks.
- Renewable energy projects.

This capital is expected to be provided primarily by private equity funds, master developers, strategic corporate investors, property developers and specialist infrastructure investors.

Early delivery of these developments will stimulate employment, investment, freight activity and passenger demand, thereby strengthening the long-term commercial viability of both the airport and ICE Rail systems.

10.1.4.4 Capital Pool 4 – Institutional Yield Capital

The fourth capital pool comprises long-term institutional investors seeking stable income-producing assets.

Following completion and stabilisation of commercial developments, logistics facilities, hotels, office buildings and transportation infrastructure, these assets may be acquired or refinanced by:

- REITs.
- Pension Funds.
- Sovereign Wealth Funds.
- Insurance Companies.
- Infrastructure Funds.
- Infrastructure Bond Investors.
- Long-term Institutional Asset Managers.

Capital released through these transactions will be recycled into subsequent development phases, creating a continuous investment cycle throughout the Programme.

10.1.5 Capital Recycling Philosophy

One of the defining characteristics of the WCADP Capital Formation Strategy is the deliberate recycling of capital throughout the twenty-year development programme.

Early-stage investors are not expected to remain invested indefinitely.

Instead, value created through planning approvals, infrastructure delivery and commercial stabilisation provides opportunities for partial or full capital recycling into subsequent funding rounds.

This approach allows early development investors to realise value while enabling mature infrastructure and property assets to transition into the portfolios of long-term institutional investors seeking predictable income streams.

The continuous recycling of capital reduces the Programme's dependence upon new equity, improves capital efficiency and supports the accelerated delivery of additional development precincts.

10.1.6 Capital Formation Objectives

The principal objectives of the WCADP Capital Formation Strategy are to:

- Progressively de-risk the Project through structured development milestones.
- Achieve institutional bankability prior to major infrastructure financing.
- Optimise the weighted average cost of capital.
- Diversify funding sources across multiple investor categories.
- Encourage early participation by private sector developers.
- Accelerate regional economic growth through catalytic investment.
- Generate sustainable passenger and freight demand.

- Maximise land value appreciation.
- Promote Public-Private Partnership investment.
- Facilitate long-term institutional ownership of mature infrastructure assets.
- Create liquidity opportunities for early investors.
- Establish a self-sustaining capital recycling ecosystem capable of supporting continuous expansion throughout the twenty-year development programme.

The resulting investment framework positions the WCADP as a globally competitive institutional investment platform capable of attracting a diverse spectrum of domestic and international capital providers while simultaneously creating one of Africa's most significant integrated transportation and economic development corridors.

10.2 THE FOUR CAPITAL POOLS & 20-YEAR CAPITAL FORMATION STRATEGY

10.2.1 Introduction

The WCADP Capital Formation Strategy has been developed around the principle that no single source of capital should be expected to finance the entire Programme.

Instead, the Project is structured around four complementary capital pools, each targeting different categories of investors, risk profiles, investment horizons and return expectations.

Each capital pool performs a distinct function within the overall development programme and is introduced at the point where its participation creates the greatest strategic value.

Collectively, these capital pools establish a continuous investment cycle that progressively transforms a relatively modest development capital investment into a diversified portfolio of mature infrastructure, transportation, logistics, commercial and real estate assets.

Unlike conventional infrastructure projects that rely upon a single funding event, the WCADP adopts a dynamic capital formation model in which multiple sources of public and private capital operate concurrently throughout the twenty-year implementation programme.

This approach provides greater financing flexibility, broadens investor participation, reduces concentration risk and creates multiple opportunities for capital recycling.

10.2.2 Capital Pool 1 – Project Development & Bankability Capital

10.2.2.1 Strategic Purpose

The first capital pool establishes the technical, commercial, legal and financial foundations upon which the entire Programme will be constructed.

Its primary objective is not infrastructure construction, but the creation of a fully bankable institutional investment platform capable of attracting significantly larger infrastructure funding.

Without this initial investment, subsequent institutional capital cannot be efficiently deployed.

Indicative Capital Requirement

USD 100 – 125 Million

10.2.2.2 Principal Activities

This capital pool will finance:

- Strategic land acquisition and option agreements
- Environmental Impact Assessments
- Engineering investigations
- Geotechnical studies
- Hydrological studies
- Aviation planning
- Rail engineering
- Passenger and freight demand modelling
- Financial modelling
- Legal structuring
- PPP framework development
- SPV establishment
- Regulatory approvals
- Institutional due diligence
- Government engagement
- Investment Memoranda
- Data Rooms
- Financial Close preparation

10.2.2.3 Primary Investors

This capital pool is expected to comprise:

- Project Sponsors
- Strategic Lead Investors
- Family Offices
- High Net Worth Investors
- Project Preparation Facilities
- Government Development Grants
- Infrastructure Development Funds
- Strategic Corporate Partners

10.2.2.4 Expected Outcome

Completion of this phase should produce an investment-grade infrastructure programme that is fully prepared for institutional financing.

10.2.3 Capital Pool 2 – Core Infrastructure Capital

10.2.3.1 Strategic Purpose

The second capital pool finances the transportation infrastructure that forms the economic backbone of the WCADP.

These assets create regional accessibility, increase land values, stimulate commercial investment and unlock the long-term development potential of the Aerotropolis.

Unlike many infrastructure projects where transportation assets are viewed as the end objective, within the WCADP they represent the enabling platform upon which substantially larger economic development occurs.

10.2.3.2 Principal Infrastructure Assets

- **Airport Development**
  - Runways
  - Passenger terminals
  - Cargo terminals
  - Aircraft maintenance facilities
  - Air Traffic Control
  - Aviation support infrastructure

- **ICE Rail Programme**
  - High-speed passenger rail
  - Freight rail
  - Stations
  - Rail depots
  - Maintenance facilities

- **Regional Infrastructure**
  - Roads
  - Bridges
  - Utilities
  - Water infrastructure
  - Electrical networks
  - Digital communications
  - Renewable energy integration

10.2.3.3 Principal Investors

Funding is expected to comprise a combination of:

- Development Finance Institutions
- Infrastructure Equity Funds
- Infrastructure Debt Funds
- Export Credit Agencies
- Commercial Project Finance
- PPP Investors
- Strategic Airport Operators
- Rail Infrastructure Consortiums
- Sovereign Infrastructure Funds

10.2.3.4 Capital Deployment

Infrastructure capital is expected to be deployed progressively throughout Phases 1 through 4 as each infrastructure component reaches Financial Close.

10.2.4 Capital Pool 3 – Catalytic Economic Development Capital

10.2.4.1 Strategic Purpose

The third capital pool represents one of the defining characteristics of the WCADP.

Rather than waiting for transportation infrastructure to generate private sector investment over many years, the Programme actively encourages large-scale private sector participation from the early stages of development.

Beginning during Phase 2, private capital will be directed toward developments that immediately generate employment, economic activity, passenger demand and freight volumes.

These investments improve the commercial performance of both the airport and ICE Rail systems while simultaneously accelerating regional GDP growth.

Consequently, transportation infrastructure and private sector development become mutually reinforcing.

10.2.4.2 Strategic Development Sectors

Investment opportunities include:

- **Logistics**
  - Distribution Centres
  - Cold Storage Facilities
  - Warehousing
  - Freight Villages
  - Intermodal Logistics Parks

- **Industrial Development**
  - Manufacturing Facilities
  - Aerospace Industries
  - Automotive Industries
  - Light Industrial Estates
  - Export Processing Zones

- **Commercial Property**
  - Office Parks
  - Corporate Headquarters
  - Financial Services Districts
  - Technology Campuses

- **Hospitality**
  - Hotels
  - Resorts
  - Conference Centres
  - Entertainment Precincts

- **Mixed Use Development**
  - Residential Communities
  - Retail Centres
  - Lifestyle Precincts

  - Waterfront Developments

- **Education & Healthcare**
  - Universities
  - Research Institutes
  - Medical Campuses
  - Innovation Centres

- **Renewable Energy**
  - Solar Parks
  - Wind Energy
  - Hydrogen Production
  - Natural Gas
  - Battery Storage Facilities

10.2.4.3 Primary Investors

This capital pool is expected to attract:

- Private Equity Funds
- Real Estate Private Equity
- Master Developers
- Property Developers
- Strategic Corporate Investors
- Logistics Operators
- Industrial Developers
- Hotel Developers
- Technology Investors
- Renewable Energy Developers

10.2.4.4 Strategic Importance

Every completed private development contributes directly toward:

- employment creation
- freight generation
- passenger growth
- increased airport utilisation
- rail patronage
- municipal revenues
- property value appreciation
- investor confidence

The Programme therefore deliberately integrates economic development into the infrastructure financing strategy rather than treating it as a secondary outcome.

10.2.5 Capital Pool 4 – Institutional Yield Capital

10.2.5.1 Strategic Purpose

Once commercial developments become operational and generate stable income streams, they become attractive to long-term institutional investors seeking predictable investment returns.

Rather than retaining ownership indefinitely, many completed developments may be refinanced or partially divested to long-duration investors.

This releases development capital for reinvestment into subsequent precincts.

10.2.5.2 Typical Assets

- Logistics Parks
- Warehouses
- Hotels
- Office Buildings
- Shopping Centres
- Student Accommodation
- Healthcare Facilities
- Industrial Estates
- Renewable Energy Infrastructure
- Airport Commercial Assets

10.2.5.3 Principal Investors

Long-term ownership is expected to include:

- Real Estate Investment Trusts (REITs)
- Pension Funds
- Sovereign Wealth Funds
- Insurance Companies
- Infrastructure Funds
- Infrastructure Bond Investors
- Long-Term Asset Managers

10.2.5.4 Strategic Benefit

This creates continuous liquidity throughout the Programme while ensuring mature assets remain under experienced institutional ownership.

10.2.6 Capital Pool Interaction

The four capital pools do not operate independently.

Each capital pool creates opportunities for the next.

Project Development Capital establishes bankability.

↓

Infrastructure Capital delivers transportation assets.

↓

Transportation infrastructure stimulates private development.

↓

Private development creates employment and economic activity.

↓

Economic growth increases airport passengers and freight volumes.

↓

Commercial assets stabilise.

↓

Institutional investors acquire mature assets.

↓

Capital is recycled into new development precincts.

↓

The Programme expands.

This continuous investment cycle enables the WCADP to sustain growth over multiple decades while progressively reducing financing costs and broadening institutional participation.

10.2.7 Twenty-Year Capital Formation Strategy

The Programme is expected to evolve through five sequential investment stages.

Stage	Primary Objective	Approximate Capital
Project Development & Bankability Capital Round	Establish investment-grade project	USD 100–125 Million
Phase 1	Construct enabling transport infrastructure	USD 4–6 Billion
Phase 2	Expand airport, rail and catalytic developments	USD 6–7 Billion
Phase 3	Metropolitan expansion and international investment	USD 7–8 Billion
Phase 4	Asset optimisation, institutional ownership and capital recycling	USD 5–6 Billion

Rather than viewing these funding rounds as isolated transactions, they should be regarded as successive stages in a continuous capital formation process that progressively transforms the WCADP into one of Africa's largest integrated transportation, logistics and metropolitan investment platforms.

The strategy is specifically designed to attract increasingly larger pools of institutional capital as project risk decreases, operating revenues increase and asset values appreciate, thereby establishing a sustainable investment ecosystem capable of supporting long-term regional economic growth.

10.3 PROJECT DEVELOPMENT & BANKABILITY CAPITAL ROUND

10.3.1 Strategic Purpose

The Project Development & Bankability Capital Round represents the foundational investment phase of the Cape West Coast Aerotropolis Development Programme ("WCADP").

Its purpose is to transform the Project from a visionary concept supported by preliminary planning into a fully bankable, investment-grade infrastructure and metropolitan development platform capable of attracting successive rounds of institutional investment.

Unlike conventional development funding, this capital is not intended to finance major construction activities. Instead, it establishes the technical, legal, commercial, environmental and financial foundations upon which all subsequent investment decisions will be based.

Upon completion of this phase, the Project is expected to possess the regulatory approvals, engineering documentation, financial models, governance structures and transaction documentation required to proceed confidently into large-scale infrastructure financing.

This stage therefore represents the critical transition from concept to bankability.

10.3.2 Investment Thesis

The Project Development & Bankability Capital Round provides investors with an opportunity to participate in the earliest stage of one of Africa's largest integrated transportation and economic development programmes.

Rather than investing in mature infrastructure assets, investors participate in the value created through project preparation, regulatory advancement and progressive de-risking.

The investment thesis is based upon five principal value drivers:

Bankability Creation

Development capital transforms conceptual planning into a fully bankable institutional investment platform capable of attracting significantly larger infrastructure investment.

Risk Reduction

Completion of technical investigations, environmental approvals, engineering design and legal structuring materially reduces development risk.

Value Creation

Each completed milestone contributes to measurable increases in project value by enhancing investor confidence and improving financing readiness.

Capital Leverage

An initial investment of approximately USD85–100 million is expected to facilitate access to infrastructure financing exceeding USD25 billion over the subsequent twenty-year implementation programme.

Early Investor Participation

Development capital investors participate in the highest value creation phase of the Programme and may benefit from opportunities to retain equity participation in future infrastructure and property development phases.

10.3.3 Indicative Capital Requirement

The initial Project Development & Bankability Capital Round is expected to comprise approximately:

USD 100 – 125 Million

The final amount may vary depending upon:

- land acquisition opportunities
- regulatory requirements
- engineering scope
- specialist investigations
- market conditions
- financing strategy

10.3.4 Indicative Allocation of Development Capital

Workstream	Indicative Allocation
Strategic Land Acquisition & Development Rights	20–25%
Environmental & Regulatory Approvals	8–10%
Engineering, Technical & Rail Design	18–22%
Aviation Planning & Airport Engineering	8–10%
Passenger, Freight & Traffic Modelling	4–6%
Financial Modelling & Commercial Structuring	5–7%
PPP Framework & Transaction Advisory	4–6%
Legal Structuring & Due Diligence	5–7%
ESG, Sustainability & Climate Studies	3–5%
Investor Documentation & Data Room	2–4%

Workstream	Indicative Allocation
Programme Management & Governance	6–8%
Contingency & Strategic Reserve	5–8%

10.3.5 Principal Workstreams

The Project Development Capital will finance a comprehensive programme of technical, commercial and regulatory activities, including:

10.3.5.1 Strategic Land Programme

- Strategic land acquisitions.
- Land option agreements.
- Rights consolidation.
- Servitude negotiations.
- Corridor protection.

10.3.5.2 Environmental Programme

- Environmental Impact Assessments.
- Biodiversity studies.
- Heritage assessments.
- Coastal impact studies.
- Climate resilience assessments.
- Water resource investigations.

10.3.5.3 Engineering Programme

- Airport master engineering.
- Runway engineering.
- Rail engineering.
- Geotechnical investigations.
- Hydrological studies.
- Structural engineering.
- Utility master planning.
- Digital infrastructure planning.

10.3.5.4 Transportation Programme

- Passenger demand modelling.
- Freight demand forecasting.
- Traffic modelling.
- Economic impact analysis.
- Regional transport integration.
- Operational simulations.

10.3.5.5 Commercial Programme

- Financial modelling.
- Revenue modelling.
- Tariff modelling.
- Commercial structuring.
- Airport business planning.
- Property development strategy.

10.3.5.6 Legal & Institutional Programme

- PPP framework.
- SPV establishment.
- Shareholder structures.
- Governance framework.
- Regulatory compliance.
- Procurement strategy.
- Risk allocation matrix.

10.3.5.7 Investment Readiness Programme

- Information Memorandum.
- Investment Prospectus updates.
- Institutional Due Diligence Packages.
- Virtual Data Room.
- Financial Close documentation.
- Independent technical reviews.

10.3.6 Key Deliverables

Completion of the Project Development & Bankability Capital Round is expected to deliver:

10.3.6.1 Technical

- Bankable feasibility studies.
- Detailed engineering concepts.
- Preliminary designs.
- Technical specifications.
- Independent engineering reports.

10.3.6.2 Regulatory

- Environmental approvals.
- Planning approvals.
- Aviation regulatory engagement.
- Transport authority approvals.
- PPP framework approvals.

10.3.6.3 Commercial

- Institutional-grade financial model.
- Commercial business plans.
- Revenue forecasts.

- Cost models.
- Capital expenditure programme.

10.3.6.4 Investment

- Updated Information Memorandum.
- Investor Data Room.
- Due diligence reports.
- Investment committee documentation.
- Phase 1 financing package.

10.3.7 Governance Framework

During the Project Development Phase, governance is expected to be structured to international institutional standards.

Governance will include:

- Independent Board representation.
- Investment Committee.
- Technical Advisory Committee.
- Financial Advisory Committee.
- ESG & Sustainability Committee.
- Risk Management Committee.
- Audit Committee.

Independent advisers are expected to include internationally recognised specialists in:

- Aviation
- Rail Engineering
- Infrastructure Finance
- Environmental Planning
- Project Finance
- Legal Advisory
- Commercial Property
- PPP Structuring

10.3.8 Risk Mitigation Strategy

Development capital will primarily be directed toward reducing the principal risks associated with major infrastructure programmes.

These include:

Principal Risk	Mitigation Strategy
Planning Risk	Comprehensive master planning
Environmental Risk	Complete environmental approvals

Principal Risk	Mitigation Strategy
Engineering Risk	Independent engineering investigations
Financial Risk	Institutional financial modelling
Legal Risk	Robust contractual structures
Regulatory Risk	Government engagement and approvals
Commercial Risk	Independent market studies
Demand Risk	Passenger and freight modelling
Funding Risk	Phased capital formation strategy
Governance Risk	Institutional governance framework

10.3.9 Value Inflection Points

Completion of the Project Development & Bankability Capital Round is expected to create multiple value inflection points, including:

- Strategic land secured.
- Bankable feasibility studies completed.
- Environmental approvals advanced.
- PPP framework established.
- Institutional financial model completed.
- Investment documentation finalised.
- Government support strengthened.
- Independent engineering completed.
- Financial Close readiness achieved.

Each completed milestone materially improves the attractiveness of the Programme to infrastructure funds, sovereign investors and long-term institutional capital providers.

10.3.10 Transition to Phase 1 Infrastructure Capital

Upon completion of the Project Development & Bankability Capital Round, the WCADP is expected to possess the technical maturity, regulatory certainty and commercial readiness required to commence the Phase 1 Infrastructure Capital Programme.

The successful conclusion of this stage is anticipated to facilitate access to substantially larger pools of institutional funding, including Development Finance Institutions, Infrastructure Funds, Export Credit Agencies, Sovereign Wealth Funds, Pension Funds, Commercial Project Finance providers and Strategic Infrastructure Partners.

Accordingly, the Project Development & Bankability Capital Round should not be viewed as an isolated funding event, but as the enabling catalyst for the progressive mobilisation of more than USD25 billion in long-term infrastructure and economic development capital over the twenty-year implementation horizon.

10.4 TWENTY-YEAR CAPITAL FORMATION PROGRAMME

10.4.1 Introduction

The WCADP Capital Formation Strategy has been structured as a progressive twenty-year investment programme comprising five sequential capital formation stages.

Each stage has been specifically designed to achieve measurable development milestones while progressively reducing project risk, increasing enterprise value and broadening access to institutional capital.

Rather than relying upon a single financing event, the Programme deliberately aligns each capital raise with the maturity of the Project, allowing new investors to participate as uncertainty decreases and commercial certainty increases.

Importantly, each phase also introduces new economic activities that strengthen the commercial feasibility of subsequent infrastructure investments.

The Programme therefore evolves simultaneously across three interconnected dimensions:

- Infrastructure Development
- Economic Development
- Institutional Capital Formation

Collectively, these three dimensions establish a continuously expanding metropolitan investment platform capable of generating long-term economic growth.

10.4.2 Project Development & Bankability Programme

Years 0–2

Indicative Capital

USD 100–125 Million

10.4.2.1 Strategic Objective

Transform the WCADP from a visionary concept into a fully bankable institutional investment platform.

10.4.2.2 Principal Deliverables

- Strategic land secured
- Engineering completed
- Feasibility studies completed
- Environmental approvals
- PPP Framework established
- Institutional financial model
- SPV established
- Investment Memorandum completed
- Financial Close preparation

10.4.2.3 Target Investors

- Project Sponsors
- Strategic Lead Investors
- Family Offices
- High Net Worth Investors
- Project Preparation Facilities
- Government Development Grants
- Infrastructure Development Funds

10.4.2.4 Risk Profile

Highest

10.4.2.5 Expected Outcome

Institutional Bankability achieved.

10.4.3 Phase 1 – Foundational Infrastructure Programme

Years 1–5

Indicative Capital

USD 4–6 Billion

10.4.3.1 Strategic Objective

Construct the transportation backbone that enables regional economic transformation.

10.4.3.2 Principal Infrastructure

- **Airport**
  - Initial Runway Expansion
  - Passenger Terminal 1
  - Cargo Terminal
  - Air Traffic Infrastructure
  - Aircraft Maintenance Facilities

- **ICE Rail**
  - Initial High-Speed Rail Corridor
  - Stations
  - Maintenance Depots
  - Control Systems

- **Regional Infrastructure**
  - Roads
  - Bridges
  - Water
  - Electricity
  - Fibre Networks
  - Renewable Energy

10.4.3.3 Parallel Economic Development

Although infrastructure remains the primary focus, selected commercial developments should commence simultaneously to demonstrate market confidence.

Indicative developments include:

- Airport Business Centre
- Initial Logistics Park
- Commercial Office Development
- Airport Hotel
- Service Stations
- Distribution Warehouses

These developments begin creating employment and passenger demand before completion of later airport phases.

10.4.3.4 Target Investors

- **Infrastructure**
  - Development Finance Institutions (DFIs)
  - Infrastructure Funds
  - Export Credit Agencies
  - Infrastructure Debt Funds
  - PPP Investors

- **Economic Development**
  - Regional Developers
  - Strategic Property Developers
  - Hotel Developers
  - Logistics Companies

- **Potential Anchor Tenants**
  - DHL
  - FedEx
  - UPS
  - Bidvest
  - Imperial Logistics
  - DSV

- **Principal Value Drivers**
  - Construction employment
  - Airport operations commence
  - Initial freight operations
  - Land value appreciation
  - Private sector confidence

10.4.3.5 Exit Opportunities

Limited secondary equity participation.

10.4.4 Phase 2 – Catalytic Economic Growth Programme

Years 6–10

Indicative Capital

USD 6–7 Billion

This phase represents the transition from infrastructure development to metropolitan economic expansion.

Rather than simply expanding airport capacity, the Programme deliberately accelerates private sector investment around the transportation network.

The objective is to create sufficient commercial activity to materially increase passenger demand, freight volumes and regional GDP.

10.4.4.1 Airport Expansion

- International Terminal
- Third Runway
- Cargo Expansion
- MRO Facilities
- Aviation Commercial Precinct

10.4.4.2 ICE Rail Expansion

- Corridor Completion
- Additional Stations
- Freight Expansion
- Intermodal Facilities

10.4.4.3 Major Private Development Programme

Large-scale developments commence.

- **Logistics**
  - Distribution Parks
  - Cold Storage
  - Freight Villages
  - Fulfilment Centres

- **Industrial**
  - Aerospace Manufacturing
  - Automotive Suppliers
  - Industrial Parks
  - Export Processing Zones

- **Commercial**
  - Office Districts
  - Business Parks
  - Financial Services Centre
  - Data Centres
  - Hospitality
  - Hotels

  - Convention Centres
  - Entertainment Precincts

- **Education**
  - University Campus
  - Aviation Academy
  - Research Facilities

- **Healthcare**
  - Specialist Hospital
  - Acute Hospitals
  - Medical Research Centre
  - Academic Hospital

- **Renewable Energy**
  - Solar Farms
  - Hydrogen Projects
  - Battery Storage

10.4.4.4 Target Investors

- **Infrastructure**
  - Infrastructure Funds
  - Sovereign Infrastructure Funds
  - Infrastructure Debt

- **Private Equity**
  - Blackstone
  - Brookfield
  - KKR
  - Apollo
  - Carlyle
  - Ares
  - TPG

- **African Private Equity**
  - AIIM
  - Harith
  - Africa50
  - African Finance Corporation
  - Pembani Remgro
  - Helios
  - Metier

- **Master Developers**
  - Hines
  - Goodman Group
  - ESR

- LOGOS
- Prologis

- **Strategic Logistics Operators**
  - DP World
  - PSA International
  - DHL
  - DSV
  - Maersk

- **Hotel Developers**
  - Marriott
  - Hilton
  - Hyatt
  - Accor
  - IHG

10.4.4.5 Why Private Equity Enters Here

Private equity becomes a strategic participant because:

- transportation infrastructure is substantially de-risked
- land values are increasing
- commercial demand is accelerating
- logistics demand is measurable
- airport operations have commenced
- revenue streams are emerging

Private equity therefore becomes a major catalyst for regional economic growth.

10.4.4.6 Exit Strategy

Completed developments may be:

- refinanced
- sold to REITs
- sold to pension funds
- sold to infrastructure funds

Capital is recycled into subsequent precincts.

10.4.5 Phase 3 – Metropolitan Expansion Programme

Years 11–15

By Phase 3, the WCADP has evolved beyond a transportation project into a mature metropolitan economy.

Investment increasingly shifts toward expanding economic output rather than merely constructing infrastructure.

10.4.5.1 Major Developments

- CBD Expansion

- Innovation District
- Financial Centre
- International Convention District
- Mixed-Use Communities
- Waterfront Development
- Technology Campuses
- Aerospace Cluster
- Healthcare City
- Education City

10.4.5.2 Institutional Investors

Private Equity continues.

REITs begin acquiring stabilised assets.

Institutional property investors become increasingly active.

Pension funds expand participation.

Insurance companies enter.

Sovereign wealth funds increase equity allocations.

10.4.5.3 Potential REIT Investors

- **International**
  - Prologis
  - Segro
  - Realty Income

- **South African**
  - Growthpoint Properties
  - Redefine Properties
  - Fortress REIT
  - Equites Property Fund
  - Attacq

10.4.5.4 Strategic Outcome

The airport now functions as the centre of a diversified metropolitan economy supported by:

- logistics
- commercial property
- tourism
- manufacturing
- technology
- education
- healthcare

Passenger and freight growth become increasingly self-sustaining.

10.4.6 Phase 4 – Institutional Asset Optimisation Programme

Years 16–20

The Programme enters its maturity phase.

The emphasis shifts from development toward optimisation, refinancing and institutional ownership.

10.4.6.1 Principal Activities

- Portfolio optimisation
- Asset refinancing
- Infrastructure bonds
- REIT expansion
- Institutional acquisitions
- Strategic divestments
- New development recycling

10.4.6.2 Target Investors

- Sovereign Wealth Funds
- Pension Funds
- Insurance Companies
- Infrastructure Funds
- Infrastructure Bond Investors
- REITs
- Long-Term Asset Managers

10.4.6.3 Capital Recycling

Development Capital

↓

Infrastructure Delivery

↓

Private Equity Development

↓

Stabilised Assets

↓

REIT Acquisition

↓

Institutional Ownership

↓

Capital Released

↓

New Development

↓

Repeat

10.4.7 Twenty-Year Capital Formation Roadmap

Stage	Development Focus	Indicative Capital	Primary Investors	Principal Outcome
Project Development & Bankability	Project Preparation	USD 100–125M	Sponsors, Family Offices, DFIs	Bankable Investment Platform
Phase 1	Foundational Infrastructure	USD 4–6B	DFIs, Infrastructure Funds, PPPs	Airport & Rail Operational
Phase 2	Catalytic Economic Growth	USD 6–7B	Private Equity, Master Developers, Logistics Operators	Regional Economic Expansion
Phase 3	Metropolitan Expansion	USD 7–8B	REITs, Pension Funds, Sovereign Wealth Funds	Diversified Metropolitan Economy
Phase 4	Institutional Asset Optimisation	USD 5–6B	Infrastructure Bonds, Asset Managers, Long-Term Institutions	Mature Institutional Investment Platform

10.4.8 Strategic Outcomes

Upon completion of the twenty-year capital formation programme, the WCADP is expected to have evolved into one of Africa's largest integrated transportation, logistics, commercial and metropolitan investment platforms.

The phased capital formation strategy ensures that infrastructure investment is continuously reinforced by private sector economic development, institutional real estate investment and capital recycling.

This integrated approach broadens investor participation, improves the Programme's long-term financial sustainability, reduces the weighted average cost of capital and establishes a self-reinforcing ecosystem capable of supporting continued economic growth well beyond the initial twenty-year implementation period.

10.5 INSTITUTIONAL INVESTOR & STRATEGIC PARTNER MATRIX

10.5.1 Introduction

The WCADP has been intentionally structured to accommodate participation from a broad spectrum of domestic and international capital providers throughout its twenty-year implementation programme.

Recognising that different investors possess varying investment mandates, risk appetites, return expectations and investment horizons, the Capital Formation Strategy aligns each category of investor with the phase of development most consistent with its preferred investment profile.

This phased approach broadens the available pool of capital while improving financing flexibility and reducing dependence upon any single funding source.

The following investor matrix is illustrative and identifies institutions whose investment mandates, sector focus and typical transaction sizes may align with one or more components of the WCADP. Inclusion in this matrix does not imply any commitment to invest, but rather highlights organisations that may be appropriate candidates for future engagement, subject to their investment criteria and due diligence processes.

10.5.2 Project Development & Bankability Investors

These investors are best suited to the Project Development & Bankability Capital Round (USD 100–125 million), where the emphasis is on project preparation, technical studies and institutional readiness.

Investor Category	Typical Investment	Preferred Role	Indicative Project Phase
Project Sponsors	USD 10M–50M	Founding Equity	Project Development
Strategic Lead Investors	USD 20M–100M	Cornerstone Equity	Project Development
Family Offices	USD 5M–50M	Growth Capital	Project Development
High-Net-Worth Investors	USD 1M–20M	Early Development Capital	Project Development
Infrastructure Development Funds	USD 20M–100M	Project Preparation	Project Development

Investor Category	Typical Investment	Preferred Role	Indicative Project Phase
Government Development Programmes	Grant Based	Strategic Support	Project Development
Development Finance Institution Project Preparation Facilities	USD 10M–100M	Technical Assistance	Project Development

10.5.3 Development Finance Institutions (DFIs)

Development Finance Institutions are expected to play a central role during the transition from project preparation to major infrastructure construction.

Potential institutions include:

Institution	Headquarters	Typical Focus	Potential Role
African Development Bank (AfDB)	Côte d'Ivoire	Infrastructure & Regional Integration	Senior Debt, Guarantees, Technical Assistance
African Finance Corporation (AFC)	Nigeria	Infrastructure	Equity, Debt, Project Development
Development Bank of Southern Africa (DBSA)	South Africa	Regional Infrastructure	Debt, PPP Support
New Development Bank (BRICS Bank)	China	Sustainable Infrastructure	Senior Debt
International Finance Corporation (IFC)	USA	Private Infrastructure	Equity, Debt, Advisory
European Investment Bank (EIB)	Luxembourg	Sustainable Infrastructure	Long-Term Debt

Institution	Headquarters	Typical Focus	Potential Role
Islamic Development Bank (IsDB)	Saudi Arabia	Infrastructure	Debt & Project Finance
Africa50	Morocco	Project Development	Equity & Project Preparation

10.5.4 Global Infrastructure Funds

These investors typically enter during Phases 1–3 once the Project demonstrates institutional bankability and construction milestones.

Organisation	Typical Investment	Sector Focus	Preferred Phase
Brookfield Asset Management	USD 250M–5B	Transport & Infrastructure	Phases 2–4
Macquarie Asset Management	USD 500M–5B	Airports, Rail, Utilities	Phases 2–4
Global Infrastructure Partners (GIP)	USD 500M–5B	Aviation & Transport	Phases 2–4
IFM Investors	USD 250M–3B	Long-Term Infrastructure	Phases 2–4
I Squared Capital	USD 200M–2B	Infrastructure	Phases 2–3
Stonepeak	USD 250M–3B	Infrastructure	Phases 2–4
KKR Infrastructure	USD 250M–2B	Transport & Energy	Phases 2–4
EQT Infrastructure	USD 250M–2B	Infrastructure	Phases 2–4
BlackRock Infrastructure	USD 250M–5B	Global Infrastructure	Phases 3–4

10.5.5 Global Private Equity

Private equity participation is expected to increase significantly from Phase 2 onwards, supporting logistics, industrial, commercial and mixed-use developments that strengthen the economic viability of the airport and ICE Rail corridor.

Organisation	Typical Investment	Primary Focus	Indicative Opportunity
Blackstone	USD 100M–2B	Real Estate & Logistics	Logistics Parks, Commercial Property
KKR	USD 100M–2B	Infrastructure & Growth	Mixed-Use Developments
Apollo Global Management	USD 100M–2B	Infrastructure & Credit	Logistics & Energy
Carlyle	USD 100M–1B	Growth Equity	Industrial & Commercial
TPG	USD 50M–1B	Real Estate	Hotels, Innovation Districts
Ares Management	USD 50M–1B	Real Estate & Credit	Income-Producing Assets
Bain Capital	USD 50M–500M	Growth Equity	Technology & Healthcare
CVC Capital Partners	USD 100M–1B	Diversified Private Equity	Industrial & Commercial Precincts

10.5.6 African Infrastructure & Private Equity Investors

Regional investors may provide valuable strategic participation due to their understanding of African markets and long-term regional development.

Organisation	Headquarters	Primary Focus
African Infrastructure Investment Managers (AIIM)	South Africa	Infrastructure Equity
Harith General Partners	South Africa	Infrastructure
Pembani Remgro Infrastructure Fund	South Africa	Infrastructure
Metier Private Equity	South Africa	Growth Capital
Helios Investment Partners	United Kingdom / Africa	Pan-African Investments

Organisation	Headquarters	Primary Focus
Africa50	Morocco	Infrastructure Development
African Finance Corporation (AFC)	Nigeria	Infrastructure

10.5.7 Master Developers & Real Estate Investors

These organisations are expected to play a significant role in developing commercial precincts, logistics parks and mixed-use districts.

Organisation	Primary Expertise	Potential WCADP Opportunity
Hines	Mixed-Use Development	Commercial Districts
Prologis	Logistics Real Estate	Distribution Parks
Goodman Group	Industrial Property	Logistics Parks
ESR	Industrial Property	Warehousing
GLP	Logistics Infrastructure	Freight Villages
LOGOS Property	Logistics	Industrial Estates
Lendlease	Urban Development	Mixed-Use Precincts
Related Companies	Urban Regeneration	Waterfront Development

10.5.8 Airport & Aviation Strategic Partners

Strategic airport operators provide not only capital but also operational expertise, route development capability and international credibility.

Organisation	Country	Potential Role
VINCI Airports	France	Strategic Airport Operator
Groupe ADP	France	Airport Development
Fraport	Germany	Airport Operations
Flughafen Zürich	Switzerland	Airport Management

Organisation	Country	Potential Role
Changi Airports International	Singapore	Airport Development
TAV Airports	Türkiye	Airport Operations
Ferrovial Airports	Spain	Strategic Partner

10.5.9 Logistics & Supply Chain Partners

Logistics operators represent potential anchor tenants capable of generating early freight demand.

10.5.9.1 Potential partners include:

- DP World
- PSA International
- DHL
- DSV
- Maersk
- FedEx
- UPS
- DB Schenker
- CEVA Logistics
- Kuehne + Nagel
- Bidvest Panalpina Logistics
- Imperial Logistics

10.5.10 Hospitality & Tourism Partners

10.5.10.1 Potential hospitality partners include:

- Marriott International
- Hilton
- Hyatt Hotels
- Accor
- IHG Hotels & Resorts
- Radisson Hotel Group
- Minor Hotels
- Sun International
- Tsogo Sun

These operators may participate through hotel management agreements, joint ventures or direct investment.

10.5.11 REITs & Long-Term Yield Investors

Unlike conventional infrastructure projects, the WCADP anticipates REIT participation from Phase 2 onwards as stabilised logistics, commercial and hospitality assets become operational.

10.5.11.1 Potential REIT participants include:

- **International**
  - Prologis
  - Realty Income
  - SEGRO
  - W. P. Carey
  - Digital Realty
  - Equinix (Data Centre REIT)

- **South African**
  - Growthpoint Properties
  - Redefine Properties
  - Fortress REIT
  - Equites Property Fund
  - Attacq
  - Hyprop Investments
  - Burstone Group

10.5.12 Sovereign Wealth Funds

These investors typically seek long-duration infrastructure and strategic real estate investments.

Potential institutions include:

- Abu Dhabi Investment Authority (ADIA)
- Mubadala Investment Company
- Qatar Investment Authority
- Public Investment Fund (Saudi Arabia)
- Government of Singapore Investment Corporation (GIC)
- Temasek Holdings
- Norges Bank Investment Management
- Kuwait Investment Authority

10.5.13 Pension Funds & Insurance Companies

Potential long-term institutional investors include:

- Government Employees Pension Fund (South Africa)
- Public Investment Corporation (PIC)
- OMERS
- CPP Investments
- CDPQ
- APG Asset Management
- Legal & General
- Allianz

- Prudential
- Old Mutual
- Sanlam

These institutions typically seek stable long-term cash flows generated by mature infrastructure and income-producing assets.

10.5.14 Strategic Engagement Strategy

Investor engagement should be phased in accordance with project maturity.

Phase	Primary Target Investors	Strategic Objective
Project Development	Sponsors, Family Offices, DFIs	Establish Bankability
Phase 1	DFIs, Infrastructure Funds, PPP Partners	Deliver Core Infrastructure
Phase 2	Private Equity, Master Developers, Logistics Operators, Hotel Groups	Accelerate Economic Growth
Phase 3	REITs, Pension Funds, Sovereign Wealth Funds	Institutional Expansion
Phase 4	Infrastructure Bonds, Asset Managers, Long-Term Institutions	Portfolio Optimisation & Capital Recycling

By aligning each category of investor with the development stage most consistent with its investment mandate, the WCADP broadens access to global capital markets while creating a diversified and resilient financing platform capable of supporting long-term infrastructure delivery and sustained regional economic growth.

10.6 <u>CAPITAL RECYCLING, ASSET MONETISATION & LONG-TERM INVESTMENT STRATEGY</u>

10.6.1 Introduction

The long-term financial sustainability of the WCADP depends not only upon successfully raising capital, but also upon the efficient recycling of capital throughout the development lifecycle.

Accordingly, the Capital Formation Strategy has been structured to create a continuous investment cycle in which development capital, infrastructure capital, private equity and long-term institutional investment each perform complementary roles.

Rather than relying upon repeated equity injections, the Programme is expected to generate increasing internal funding capacity through asset appreciation, operational cash flows, strategic divestments and institutional refinancing.

This approach is intended to minimise the weighted average cost of capital, reduce shareholder dilution and provide liquidity opportunities for investors throughout the twenty-year implementation programme.

10.6.2 The WCADP Capital Recycling Model

The Programme adopts a progressive capital recycling model whereby completed and stabilised assets are periodically refinanced or transferred to long-term institutional owners.

Capital released from these transactions is then redeployed into subsequent phases of development.

This strategy enables a single dollar of development capital to support multiple investment cycles over the life of the Programme.

10.6.2.1 Illustrative Capital Recycling Cycle

Project Development Capital

↓

Project Bankability Achieved

↓

Infrastructure Construction

↓

Airport & Rail Operations Commence

↓

Private Equity Develops Commercial Precincts

↓

Hotels, Logistics Parks, Office Buildings & Industrial Estates Stabilise

↓

REITs & Infrastructure Funds Acquire Mature Assets

↓

Development Capital Recycled

↓

New Precincts Commence

↓

Regional Economy Expands

↓

Repeat

This cyclical investment process establishes a self-sustaining development model capable of supporting continued expansion beyond the initial twenty-year implementation period.

10.6.3 Asset Monetisation Strategy

As infrastructure and commercial assets mature, selected assets may be partially or wholly monetised to release capital for future development.

Potential monetisation mechanisms include:

10.6.3.1 Infrastructure Refinancing

- Long-term project finance.
- Infrastructure bonds.
- Green bonds.
- Sustainability-linked bonds.
- Islamic finance (where appropriate).

10.6.3.2 Strategic Equity Sales

- Partial sale of mature operating assets.
- Joint venture recapitalisations.
- Strategic infrastructure partnerships.

10.6.3.3 Real Estate Monetisation

- Sale of stabilised logistics parks.
- Sale of industrial estates.
- Sale of office precincts.
- Sale of hotel portfolios.
- Sale of retail centres.

10.6.3.4 REIT Transactions

Income-producing commercial property may be:

- Sold to listed REITs.
- Contributed into new specialist REIT platforms.
- Structured as sale-and-leaseback transactions.
- Refinanced through institutional real estate vehicles.

10.6.3.5 Infrastructure Fund Participation

Mature transportation assets may be refinanced through:

- Infrastructure funds.
- Pension fund syndications.
- Sovereign wealth funds.
- Insurance company mandates.

10.6.4 Investor Exit Pathways

Recognising that investors possess differing investment horizons, the Programme seeks to provide multiple pathways for liquidity.

10.6.4.1 Early Development Investors

Potential exit mechanisms include:

- Partial equity dilution.
- Secondary share sales.
- Participation in recapitalisation events.
- Conversion into long-term equity positions.

10.6.4.2 Infrastructure Investors

Potential exits include:

- Refinancing.
- Infrastructure fund acquisitions.
- Sovereign wealth fund participation.
- Infrastructure bond issuance.

10.6.4.3 Private Equity Investors

Potential exits include:

- Trade sales.
- REIT disposals.
- Initial Public Offerings (IPOs).
- Institutional asset sales.
- Portfolio recapitalisations.

10.6.4.4 REIT Investors

REIT investors are expected to remain long-term owners of stabilised income-producing assets while benefiting from recurring rental income and long-term capital appreciation.

10.6.5 Portfolio Optimisation

As the Programme matures, continuous portfolio optimisation will be undertaken to maximise capital efficiency.

10.6.5.1 Possible initiatives include:

- Portfolio rebalancing.
- Asset consolidation.
- Operational efficiencies.
- Energy optimisation.
- Digital infrastructure integration.
- Smart city technologies.
- ESG enhancements.
- Climate resilience investments.

Portfolio optimisation seeks to improve asset performance while maintaining long-term institutional investment quality.

10.6.6 Integrated Airport–Rail–Port–Industrial Ecosystem

One of the defining characteristics of the WCADP is the integration of multiple economic sectors into a single investment platform.

Rather than functioning independently, each component reinforces the commercial performance of the others.

10.6.6.1 Core Infrastructure

- Saldanha Bay International Airport.
- West Coast ICE Rail Corridor.
- Regional road network.
- Utility infrastructure.

10.6.6.2 Logistics

- Freight terminals.
- Intermodal logistics parks.
- Distribution centres.
- Warehousing.

10.6.6.3 Maritime Economy

- Port-related logistics.
- Export facilities.
- Bulk commodities.
- Container logistics.
- Marine services.

10.6.6.4 Industrial Economy

- Manufacturing.
- Aerospace.
- Automotive.
- Advanced engineering.
- Renewable energy manufacturing.

10.6.6.5 Commercial Economy

- Office districts.
- Retail centres.
- Hotels.
- Convention facilities.
- Business parks.

10.6.6.6 Knowledge Economy

- Universities.
- Aviation academy.
- Research institutes.
- Technology parks.
- Innovation districts.

Collectively these sectors generate mutually reinforcing economic activity, strengthening passenger demand, freight volumes and long-term investment returns.

10.6.7 Long-Term Capital Structure

As development progresses, the capital structure is expected to evolve.

10.6.7.1 Early Stages

Higher Equity

Higher Development Risk

Lower Debt Capacity

10.6.7.2 Intermediate Stages

Balanced Equity and Debt

Growing Operating Revenues

Increasing Institutional Participation

10.6.7.3 Mature Stages

Lower Equity Requirement

Higher Institutional Debt

Infrastructure Bonds

REIT Ownership

Pension Fund Participation

Sovereign Wealth Fund Ownership

This evolution progressively reduces financing costs while increasing financial resilience.

10.6.8 Risk Migration

Project risk is expected to reduce progressively throughout implementation.

Stage	Primary Risk
Project Development	Planning & Regulatory Risk
Phase 1	Construction Risk
Phase 2	Market Absorption Risk
Phase 3	Operational Optimisation Risk
Phase 4	Long-Term Portfolio Management

As risk decreases:

- investor participation expands
- debt pricing improves
- institutional ownership increases
- enterprise value grows
- financing flexibility improves

10.6.9 Twenty-Year Capital Formation Timeline

Years	Principal Capital Activity
0–2	Project Development & Bankability Capital Round
1–5	Core Infrastructure Construction
3–8	Early Commercial Developments
5–10	Large-Scale Private Equity Investment
6–12	REIT Participation Commences
8–20	Institutional Capital Recycling
10–20	Infrastructure Bonds & Institutional Refinancing
Ongoing	New Development Precincts

10.6.10 Illustrative Evolution of Capital Sources

Capital Source	Project Development	Phase 1	Phase 2	Phase 3	Phase 4
Sponsors	●	●	○	○	○
Family Offices	●	●	○	○	○
DFIs	●	●	●	○	○
Infrastructure Funds	○	●	●	●	●
Commercial Banks	○	●	●	●	●
Export Credit Agencies	○	●	●	○	○
Private Equity	○	○	●	●	○
Master Developers	○	○	●	●	●
Hotel Developers	○	○	●	●	●

Capital Source	Project Development	Phase 1	Phase 2	Phase 3	Phase 4
Logistics Developers	○	○	●	●	●
REITs	○	○	●	●	●
Pension Funds	○	○	○	●	●
Sovereign Wealth Funds	○	○	○	●	●
Infrastructure Bonds	○	○	○	○	●
Insurance Companies	○	○	○	●	●

Legend

● Primary Participation

○ Secondary Participation

10.6.11 Measuring Success

The success of the Capital Formation Strategy will be measured not only by capital raised but by the Programme's ability to create lasting economic value.

Key indicators include:

10.6.11.1 Investment

- Total capital mobilised.
- Institutional investor participation.
- Private sector investment attracted.
- Capital recycled.

10.6.11.2 Infrastructure

- Airport capacity delivered.
- Rail infrastructure completed.
- Utilities commissioned.

10.6.11.3 Economic Development

- Jobs created.
- GDP contribution.
- Industrial investment.
- Logistics throughput.
- Passenger growth.
- Freight growth.

- Tourism growth.

10.6.11.4 Financial Performance

- Enterprise Value growth.
- Asset appreciation.
- Rental income.
- Operating cash flow.
- Return on Invested Capital.
- Weighted Average Cost of Capital.
- Debt service coverage.

10.6.11.5 Sustainability

- ESG performance.
- Renewable energy generation.
- Carbon reduction.
- Local procurement.
- Skills development.
- Community participation.

10.6.12 Conclusion

The WCADP Capital Formation Strategy has been deliberately structured to create a progressive, self-reinforcing investment ecosystem capable of supporting one of Africa's largest integrated transportation and metropolitan development programmes.

By combining Project Development Capital, Core Infrastructure Capital, Catalytic Economic Development Capital and Institutional Yield Capital within a coordinated twenty-year implementation framework, the Programme seeks to align investor participation with the evolving maturity of the Project while progressively reducing development risk and financing costs.

The early introduction of private equity, master developers, logistics operators, hotel groups, technology investors and REITs is expected to accelerate economic growth, strengthen passenger and freight demand, enhance land values and improve the long-term commercial sustainability of the airport and ICE Rail systems.

As infrastructure assets mature and commercial developments stabilise, ownership is expected to transition progressively toward long-term institutional investors, including pension funds, sovereign wealth funds, infrastructure funds and REITs. Capital released through refinancing, strategic asset sales and portfolio optimisation will be recycled into subsequent development phases, creating a sustainable capital formation model that extends well beyond the initial twenty-year implementation horizon.

Accordingly, the WCADP is positioned not merely as an infrastructure project, but as a long-term institutional investment platform capable of mobilising global capital, catalysing regional economic transformation and delivering enduring value for investors, government, businesses and communities alike.

11 SECTION 11 — INVESTOR DATA ROOM CHECKLIST

11.1 Corporate

- Sponsor profiles
- Governance documents
- Corporate registrations

11.2 Technical

- Engineering reports
- Concept master plans
- Technical studies

11.3 Financial

- Financial models
- Assumptions books
- Sensitivity analysis

11.4 Legal

- Land documentation
- PPP documentation
- Regulatory correspondence

11.5 Environmental

- EIA reports
- Environmental studies
- Public participation records

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12 SECTION 12 — INSTITUTIONAL INVESTOR OUTREACH STRATEGY

12.1 Target Investors

12.1.1 Development Finance institutions (DFIs)

- International Finance Corporation (IFC)
- African Development Bank (AfDB)
- Development Bank of Southern Africa (DBSA)
- New Development Bank (BRICS Bank)
- European Investment Bank (EIB)
- U.S. International Development Finance Corporation
- AIIB

12.1.2 Sovereign Wealth Funds

- Mubadala
- PIF
- ADIA

- QIA

12.1.3 Infrastructure Funds

- Black Rock
- Brookfield
- Macquarie
- GIP

12.1.4 Pension Funds

- TBA

12.1.5 Aviation Operators

- Airports Company South Africa (ACSA)
- VINCI Airports
- Fraport AG
- TAV Airports
- Changi Airports International
- Munich Airport International

12.1.6 Rail Partners

- Siemens Mobility
- Alstom
- Hitachi Rail
- CRRC Corporation
- Hyundai Rotem
- CAF Group

12.2 Recommended Sequence

12.2.1 Phase 1

Government & DFI engagement

12.2.2 Phase 2

Strategic operator engagement

12.2.3 Phase 3

Institutional capital raise

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13 SECTION 13 — CONCLUSION

The Cape West Coast & Peninsula Integrated Aerotropolis Development Program represents a transformative long-term infrastructure opportunity for South Africa.

13.1 Potential

The Project has the potential to:

- Unlock regional growth
- Improve logistics efficiency
- Expand tourism infrastructure
- Create employment
- Enhance international connectivity
- Catalyze long-term economic development

13.2 Progression

The Project now requires progression from conceptual planning into:

- Independent feasibility validation
- Institutional structuring
- Regulatory advancement
- Government alignment
- Financial bankability
- Strategic investor engagement

13.3 Confidentiality

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14 DISCLAIMER

14.1 Discussion Only

- Prepared for institutional development discussions only.

14.2 Non-Solicitation

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